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IMA Synchronization Conference

US ARMY IN EUROPE CIVILIAN TRANSFORMATION PROCESS

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Purpose

- To provide an overview of personnel restructuring planning, timelines, RIF mitigation strategies, and lessons learned



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Restructuring Planning

RIF Avoidance:

- Tools available to managers to avoid RIF or decrease impact:
 - Tour Management
 - Authorize early Priority Placement Program (PPP) registration
 - Utilize Temporary or Term positions
 - Implement Hiring Freeze (Permanent Positions)
 - Voluntary Early Retirement Authority (VERA) - US
 - Voluntary Separation Incentive Pay (VSIP I & II) - US
 - Annulment Contracts - LN
 - Transfer Company - LN

Host Nation Notification Process

Notification Process must be complete prior to the public announcement

- G3 oversees process
- CPD contacts Head Works Council
- Organization contacts Local and District Works Councils (if applicable)
- Garrison Commanders contact Lord Mayors
- Commanders contact Service & Family Members

This timeline is on a very compressed, same-day schedule from initial notification to meetings with employees

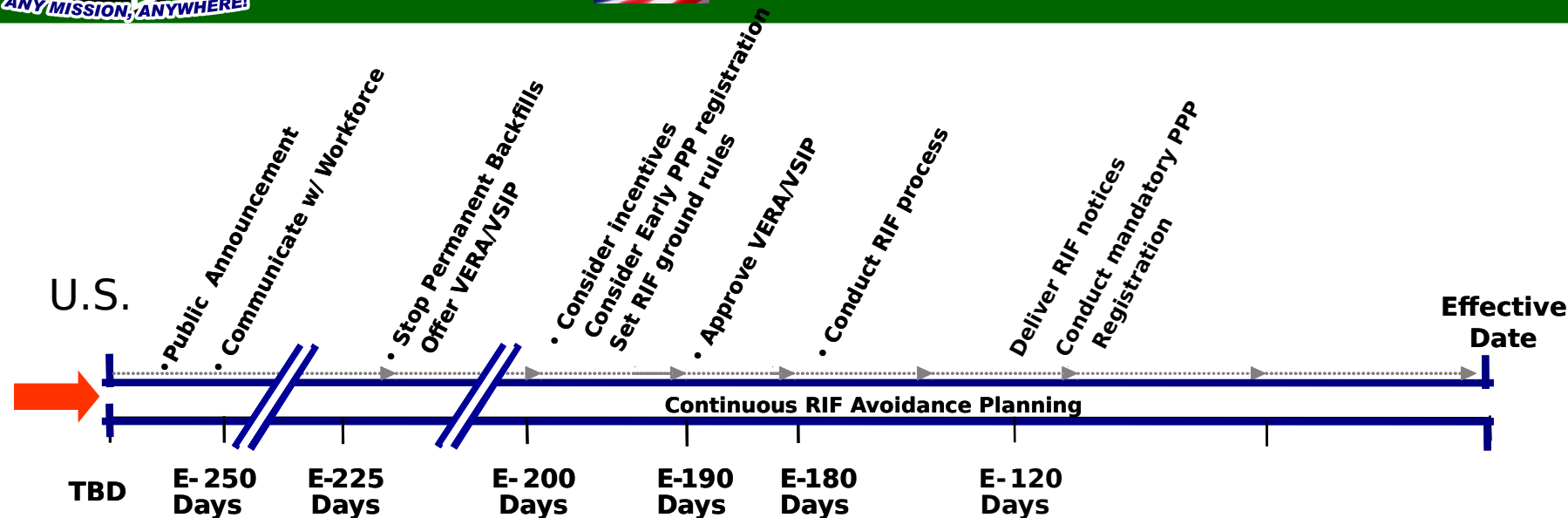


➤ RIF Packet Requirements (AF):

- *Less than 50 Employees - Notification to DA*
- *More than 50 Employees - Approval from DA*
- State purpose of RIF
- Provide steps taken to minimize adverse impact
- Indicate number of employees affected
- Specify date RIF notices will be issued
- Specify date proposed RIF will be effective
- Provide Realignment Fact Sheet



US RIF Timelines

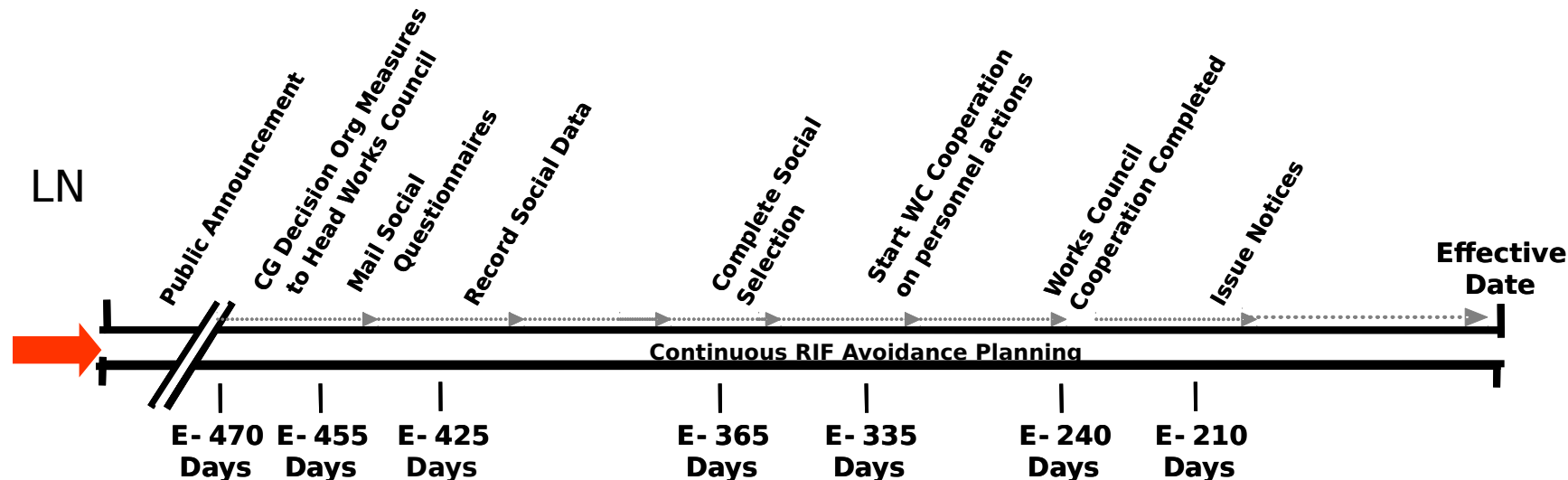


Key Dates:

- Decision/Public Announcement
- Employee Briefings
- Stop permanent hiring
- Offer Separation Incentives, Early PPP Registration
- Issue Notices
- Effective Date



RIF Timeline (Germany)



Key Dates:

- Decision/HWC Notification/Public Announcement
- Organizational Measure to HWC— Starts 470 Day Clock
- Social Questionnaire Process
- Works Council Cooperation on Placement Actions
- Issue Notices
- Effective Date



Organizational Measure

Organizational Measure Requirements (LN)

- Organizations with LN's must submit the planned organizational change to USAREUR G1, CPD
- Requests must include the following:
 - State reason for organizational change
 - Indicate anticipated number of affected employees
 - Indicate proposed effective date
 - Provide efforts used to minimize the RIF
 - Specify prospects for potential reassignment
 - Present consequences if RIF is not implemented



Transfer Company

- ✓ Employees migrate on RIF effective date
- ✓ Traditional outplacement services
- ✓ Continued employment and training for additional six months
- ✓ 50% of costs shared with German Labor Administration
- ✓ Participating employees cannot pursue labor court cases



Annulment Contracts

Annulment Contracts - Germany

Purpose

- Lump-sum financial incentive to employees to vacate positions (similar to U.S. VSIP)
- Reduce Labor Court cases
- Reduce number of employee RIF Candidates or create RIF placement opportunities
- Reduce Over hire spaces

How they work

- Employees request from management
- Management offers to Employees
- Funding comes from FNSP account
- Amount depends on age and years of service



Annulment Contracts

Annulment Contracts - Germany

Experience to date:

- **Number of Labor Court cases have been reduced**
 - **Bad Kreuznach and Bad Aibling had 0 court cases**
 - **Franconia has only generated 11 labor court cases**
- **RIF burden eased**
 - **133 Annulment contracts executed in Franconia reducing the number of involuntary separations or creating vacancies for RIF candidates**



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Management Tools

- Consider Organization's ability to perform mission critical work
 - Review positions vs. employees
 - Ensure there is sufficient work until RIF effective date
 - Coordinate follow-on assignment
- Consider TDY/TCS to ensure mission accomplishment
 - Seek volunteers
 - Assign duties



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Retention of Key Employees

- Locate placement opportunities for key/critical employees
- Incentives: VSIP/VERA, recruitment and retention incentives
- Job Exchange
- Be Flexible
- Work Closely with your servicing Civilian Personnel Advisory Center

Lessons Learned

- Make end-state decisions as early as possible
- Coordinate plans with all stakeholders - decisions often have 2nd & 3rd order effects (Works Council Agencies, AAFES, DECA, DODDS etc.)
- Start early to mitigate RIF impact
- Identify key positions required for closure
- Proactively manage tours
- Consider end-state when filling positions
- Consider alternatives to permanent hires
- Utilize incentive options (annulment contracts, VERA, VSIP)



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Lessons Learned

- Synchronize efforts between USAREUR CPD, IMA-E HR, CPOC, and CPAC
- Enduring Army mission in Europe
- Consider succession planning
- Outreach and recruitment are still required

References

References:

- AE PAM 600-8-2008 , Soldiers, Civilians, & Family Members Transformation and Restructuring Guide
- AE 690-84, Reduction in Force – Local National Employees in Germany
- AR 215-3, Non-Appropriated Funds Personnel Policy
- AE 690-40, Health of the Civilian Workforce
- AE PAM 220-5, Commanders Checklist for Restructuring & Rebasing
<http://g3operations.hqusareur.army.mil/NewChecklist/startup/default.htm>
- AE 690-100, Civilian Personnel Restructuring Actions